

9 January 1978

MEMORANDUM FOR: National Intelligence Officers

FROM : Associate Director-Management  
National Foreign Assessment Center

SUBJECT : NFAC Consultants

1. Mr. Bowie wishes to identify and induct leading scholars and experts from academic and other outside sources as regular NFAC consultants under the sponsorship of individual NIOs. Mr. Bowie also desires you to consult with appropriate office chiefs so that their interests may also be represented on your list if they so desire. We envision a permanent consulting corps of [ ] individuals drawn from various disciplines and specialties. They should be available at least a few times a year to travel to the Agency in order to advise on specific intelligence products and on overall production programs. Each of you probably will want to have from approximately [ ] cleared consultants under your auspices on tap to advise in your areas of responsibility. You are also free of course to draw on consultants in other fields from the pools of fellow NIOs, NFAC offices, and other Agency components.

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2. Consulting services may be organized in a variety of ways. In some instances advisory panels chaired by an NIO may be advisable. The experience of other NFAC advisory panels indicates that in certain specialized areas they are preferable to ad hoc consulting arrangements. A group of consultants that meets in plenum several times a year is likely to develop a sense of continuity and a better substantive grasp of complex, sensitive issues. Perhaps it is also more likely that cross-disciplinary exchange will flourish in such a framework. In most cases, however, it probably will be preferable for you to draw on one or more consultants from the pool you establish to advise on projects as needed. The choices concerning format, frequency and focus of meetings, number and interests of consultants, level of security clearances needed, etc. will depend on your needs and preferences.

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3. The administrative and security procedures involved in processing prospective consultants are complicated and arduous. [ ]

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[redacted] Though you will not be responsible for most of the administrative and procedural details described in these and other relevant directives, you should be acquainted with them. As "Using Officials" (or sponsors of consultants) you are required by headquarters regulations to "ensure that consultants are not placed in positions whereby their services to the Agency would constitute violations of conflict of interest statutes." Of course, you will have other responsibilities as "using officials" consistent with your roles as the primary interlocutors with consultants.

4. The Academic Relations Staff is responsible for coordinating all NFAC consulting arrangements, for maintaining complete, central records on prospective and current consultants, and for advising and assisting using officials in this area. The Coordinator is also responsible for assisting the Director, NFAC in preparing the annual review of all consulting relationships. The NFAC Administrative Staff, including the Security Officer, has the prime responsibility for processing and clearing prospective NIO consultants and for providing support for each consulting session. The following procedures must be followed in sequence during the process of inducting a consultant:

A. NIOs should discuss their consulting needs with the Academic Coordinator or the Associate Coordinator and with NFAC Offices as appropriate to determine, among other things, if some relationship with the intended consultant already exists elsewhere in NFAC.

B. The Academic Relations Staff will request a preliminary security clearance through the NFAC Security Officer and coordinate a prospective consulting relationship with [redacted] the Office of Personnel, as required by [redacted]

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C. The Academic Relations Staff will prepare a memorandum for the Director, NFAC recommending individuals to be processed as consultants. Since the Director of Central Intelligence must approve all consulting relationships, it often will be appropriate to seek preliminary DCI approval at this stage.

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D. The Academic Coordinator, the Associate Coordinator, the NIO (or his designee), or an Office Director (or his designee) may then approach the individual either by phone or in writing to obtain agreement in principle for a consulting arrangement.

E. The Academic Relations Staff will then arrange for appropriate papers and instructions to be sent to prospective consultants.

F. When the forms are completed and returned, the Academic Relations Staff, in consultation with the initiator of the consultantship, will prepare a memorandum for signature by the Director, NFAC requesting DCI approval to hire the consultant. These memoranda must include background information about the prospective consultant and the type of advisory services to be provided, and will be routed through the Director of Personnel and the Office of General Counsel for approval and comments. DCI approval is made subject to security clearance.

5. Mr. Bowie wishes to have an overall look at the prospective consultants so that the roster can be judged with regard to balance as well as the capabilities and quality of individuals. This requires that the names of your nominees be submitted to him at one time. To assist him in making his judgment, please include on the list any individuals who have already been approached as well as any who are already under consultant contract (indicating that they are such). Each name should be accompanied by a brief biographical paragraph indicating the specialties, current connections, and major experience of the nominee. You should propose a few more (25-50%) names than you believe you may need, both to give the Director, NFAC some flexibility of choice in achieving a balanced roster and to provide for prospects who might turn us down (or fail the security test). Mr. Bowie has asked [ ] to be in touch with each of you and to assist you in compiling your inputs to the composite list by 13 January.

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6. It is required that all our consultants be cleared at the TOP SECRET level. The DCI has ruled, though, that not all our consultants need have codeword clearance that requires full processing, including the polygraph test. Accordingly, a determination will need to be made in each case regarding

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the kind of clearance to be sought. Your recommendation on this point will be helpful. In general, it would appear unlikely that regional experts will require access to compartmented information and likely that our consultants on military questions will require such access -- but there may be exceptions on both sides.



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